

Policy #2: Encourage high standards of aesthetics and compatible design of public and private developments

Policy #3: Endorse business associations, home owner associations or other community organizations that develop community involvement programs to further enhance the quality of life of the Powers Ferry area

Policy #4: Promote the areas valued features and built environment as a means to trademark the Powers Ferry Community

Policy #5: Improve landscaping, lighting, signage, underground utilities and building design to add value to the community

VI. Recommendations & Implementation

The Powers Ferry Road area is a desirable part of Cobb County and will continue to attract both residential, commercial and office growth based on its access and location to job centers, regional attractions and recreational facilities. This is clearly exhibited by current development patterns and market changes that show a reduction in office and retail demand with a residential market that continues to develop and sell even during the collapse of the national housing market. As stated in the purpose section of this document, this master plan is an effort to effect change to the current development patterns to accommodate future growth but at the same time improve the quality of life of current and future residents.

This section of the study details the culmination of a nine month planning process that started based on the real opportunity to impact future development patterns within the Powers Ferry Study area. By gathering and studying several aspects of existing conditions and following through an extensive public involvement process, the Project Team has formulated a plan based on issues discovered and brought forth throughout the planning process.

The Powers Ferry Master Plan is not intended to specifically predict or dictate future development, but provide a guiding vision for future growth that is based on the hopes, desires, and economic realities of the future. The following recommendations start off with the Conceptual Master Plan Map and then are broken down into the 5 planning elements that coincide with the goals and policies of the master plan.

VI.A Conceptual Land Use Map

The conceptual land use map (**Figure 40**) serves as a broad guide to future investments and outlines the type and scale at which future development should occur within this part of the Powers Ferry corridor. The map encompasses the desires of the community that have been conveyed to the planning team over the course of the last 9 months.

Each area has been designated a Future Character Area to help the community better understand growth patterns and assist elected officials on proposed developments in the future. The Future Character Areas are defined below followed by the Conceptual Land Use Map.

Residential Redevelopment

New investment in the Residential Redevelopment areas should focus more on a complete re-imagination of the neighborhoods, or portions thereof, to assist in creating stability for these areas. This may include instances where existing deteriorated structures need to be demolished before new development occurs. In cases where Residential Redevelopment areas are adjacent to arterial roadways it may be appropriate to retrofit properties with walkable, mixed-use buildings that would allow both residential and/or non-residential uses. To correct the housing tenure imbalance the Residential Redevelopment areas will encourage a higher percentage of owner occupied units, but will continue to allow for some renter occupied units to be built back. Based upon the market study, this will be necessary due to the high cost of land and additional cost of demolition that will be required in this area. Architectural features would be consistent with the design of the Village area and Residential Revitalization areas. Any redevelopment efforts within the Residential Redevelopment areas will be encouraged to develop and construct a street grid network that allows internal accessibility as well as increased pedestrian and vehicular mobility to the Village center or other activity centers.

Residential Revitalization

New investment within the Residential Revitalization areas should focus more on rehabilitation of existing structures. The Residential Revitalization districts should primarily be composed of residential uses with a focus on homeownership. These areas need strategic investments to preserve the integrity of the existing neighborhood. Rejuvenation in this area would be encourage to maintain the general layout of the neighborhood with minor changes to the street system to allow for connection to the community wide grid network. Architectural elements would be encouraged to be updated and consistent with the Village and the Residential Redevelopment areas.

Residential/Owner

The Residential/Owner designation defines areas that are exclusively residential and predominantly owner occupied residential units. The housing types would consist primarily of Townhomes, Condominiums and single-family residential units. Sidewalks, street interconnections and appropriate traffic calming measures may be necessary if they are also included in a larger redevelopment scenario.

Residential/Renter

The Residential/Renter designation defines areas that are exclusively residential and predominantly renter occupied residential units. The housing types consist primarily of

apartments. Sidewalks, street interconnections, and appropriate traffic calming measures may be encourage if any large scale redevelopment efforts were to occur.

Mix-Use

Mix-Use districts within the Powers Ferry Master Plan are concentrated around the Powers Ferry Road and Windy Hill Road intersections. Redevelopment efforts in this district will be encouraged to construct buildings that facilitate more than one type of use or a single development of more than one building and use, where the different types of uses are planned unified and functionally integrated via vehicular and pedestrian access and parking areas. Mixed use building should be a minimum of two stories and depending on their location may need to be 4 to 6 stories in height. The higher heights are more appropriate in the Cumberland CID areas of the study boundary.

Village

The Village may be a focal point of the corridor with a range of uses and activities that are ideal for a diverse and vibrant town center environment. This area will act as the foundation of the community's identity by providing distinct design and architectural characteristics. Developments within the Village would necessitate an assemblage of parcels and consist of a combination of traditional single use lots and mixed-use developments that contain small retail space and offices at street level and residential uses above. There are also opportunities in the village to create small incubator retail space as a means of blocking surface parking lots from visual site vistas. These smaller retail spaces provide lower cost retail space for small local retailers and entrepreneurs who want to invest in the community. Some homes within the mixed use units could be marketed toward live/work units. Community serving uses such as a Library would be ideal within the Village, coupled with gathering areas and plazas for outdoor leisure time. The future Village center will have an internal street system that is designed at the pedestrian level that allows for on-street parking for retailers and larger structured parking facilities hidden behind buildings for residents. To encourage an active and energetic focal area, the Village will encourage outdoor seating for restaurants, small open space parks and multi-use trails throughout the developments and connecting to the larger trail network. As a way to provide a mixture of housing types and transition to neighboring uses, the Village area would encourage small-lot, single-family residential units along the eastern and western perimeter of the Village area. Finally access across Powers Ferry Road and Terrell Mill Road are a challenge for having a successful village in this area due to high traffic volumes. Therefore, connectivity should be accomplished within the village center by prioritizing pedestrian mobility and, where appropriate, slow traffic. This could be accomplished through a number of different means including mid-block crossings with pedestrian actuated signalization, speed tables with decorative paving materials, or some other means.

Retail

There are five separate retail districts identified within the Powers Ferry Master Plan. The areas are located along Delk Road, intersection of Interstate North Parkway and Windy Hill Road, and intersection of Powers Ferry Road and Windy Ridge Parkway. This district provides for uses for retail stores, service stations and restaurants; however, office may also be appropriate.

Office

Office uses can be found scattered through out the Powers Ferry Master Plan but are primarily located in the southern portion of the study area within the CCID. The most appropriate use would be office. However, mixed-use developments that include retail and residential may also be appropriate. Some of the existing office areas in the southern portion of the master plan are single story buildings. Over time, these may need to be redeveloped to taller structures that would better utilize vertical space and assist in creating a skyline that would accentuate the existing and planned structures in the Cumberland Area.

Hotel

Hotel areas can be found in the southern end of the Powers Ferry study area and offer sites for lodging facilities designed to serve the needs of the adjacent office uses. Pedestrian connection to offices and retail will be encouraged and CCT, future CID circulator service, and I-75 mass transit is recommended to be coordinated.

Recreation/Open Space

The purpose of the Recreation/Open Space district is to allow for recreational and conservation uses. Within the Powers Ferry study area the Recreation/Open Space would provide opportunities for walking and bike trails, as well as, locations for future access points to the trail network. Parts of the Recreation/Open Space area, such as along Rottenwood Creek, has been established to provide a level of environmental protection from future development efforts.

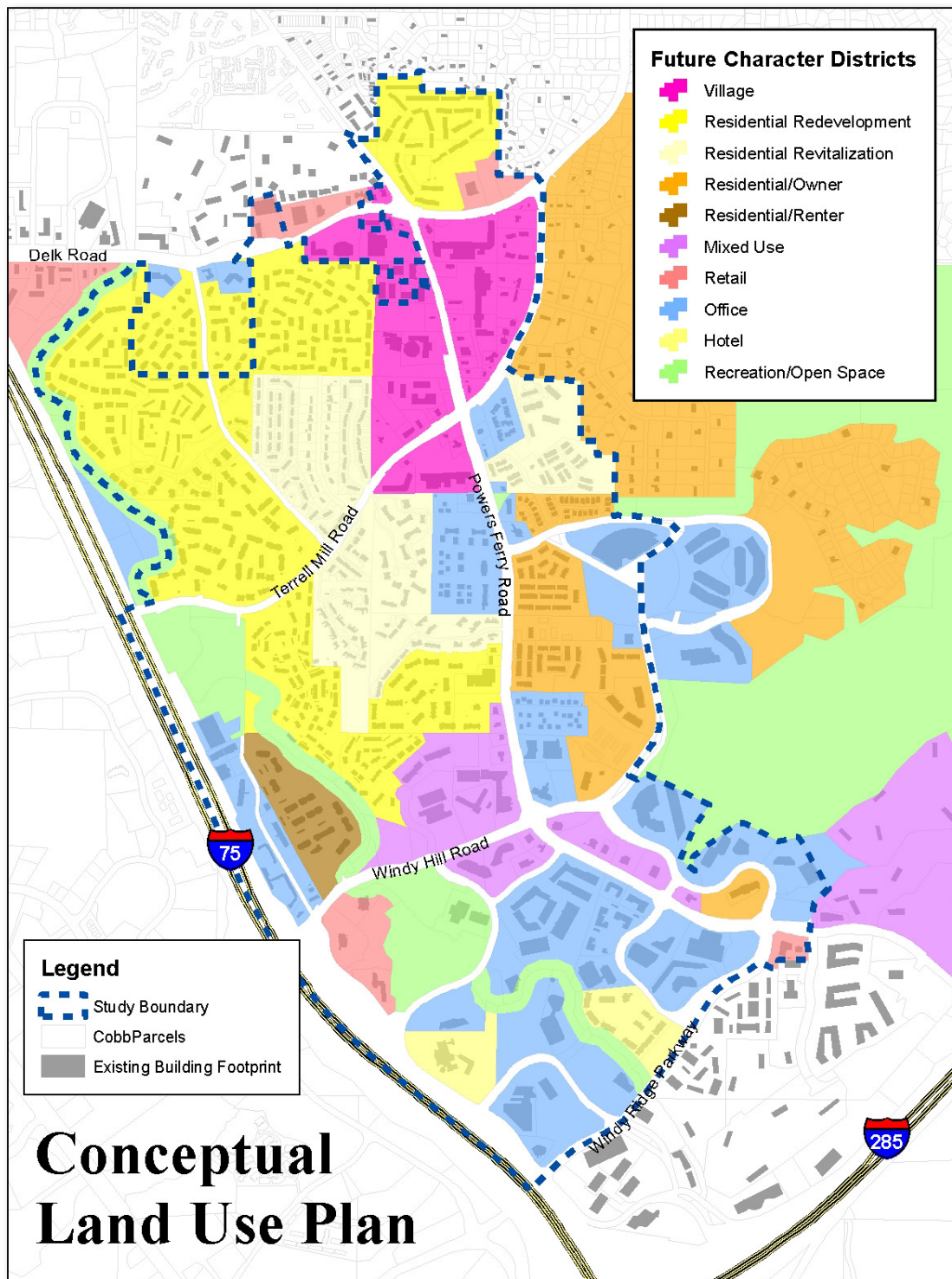


Figure 40

VI.B Master Plan Map

The Master Plan Map is the product of stakeholder and public involvement during the Design Workshop in September. It is a more comprehensive version of the conceptual land use map and provides recommendations on land use as well as transportation. After staff combed through the designs and comments offered by the public, a clean version was presented at the third public meeting in early October.

It became evident that certain areas within the defined study boundary were identified as areas that needed change or improved upon in one way or another. Most of the attention was focused in the northern part of the study area, while the southern half was virtually untouched. This is primarily due to large amounts of rental units and vacant shops in the northern tier, while the southern tier, which consists of the Cumberland CID, provides a good mix of land uses and a stable transportation infrastructure.

The Conceptual Master Plan Map (**Figure 41**), which is a visual representation of the recommendations, concentrates on two primary elements of the study area: Land Use and Transportation.

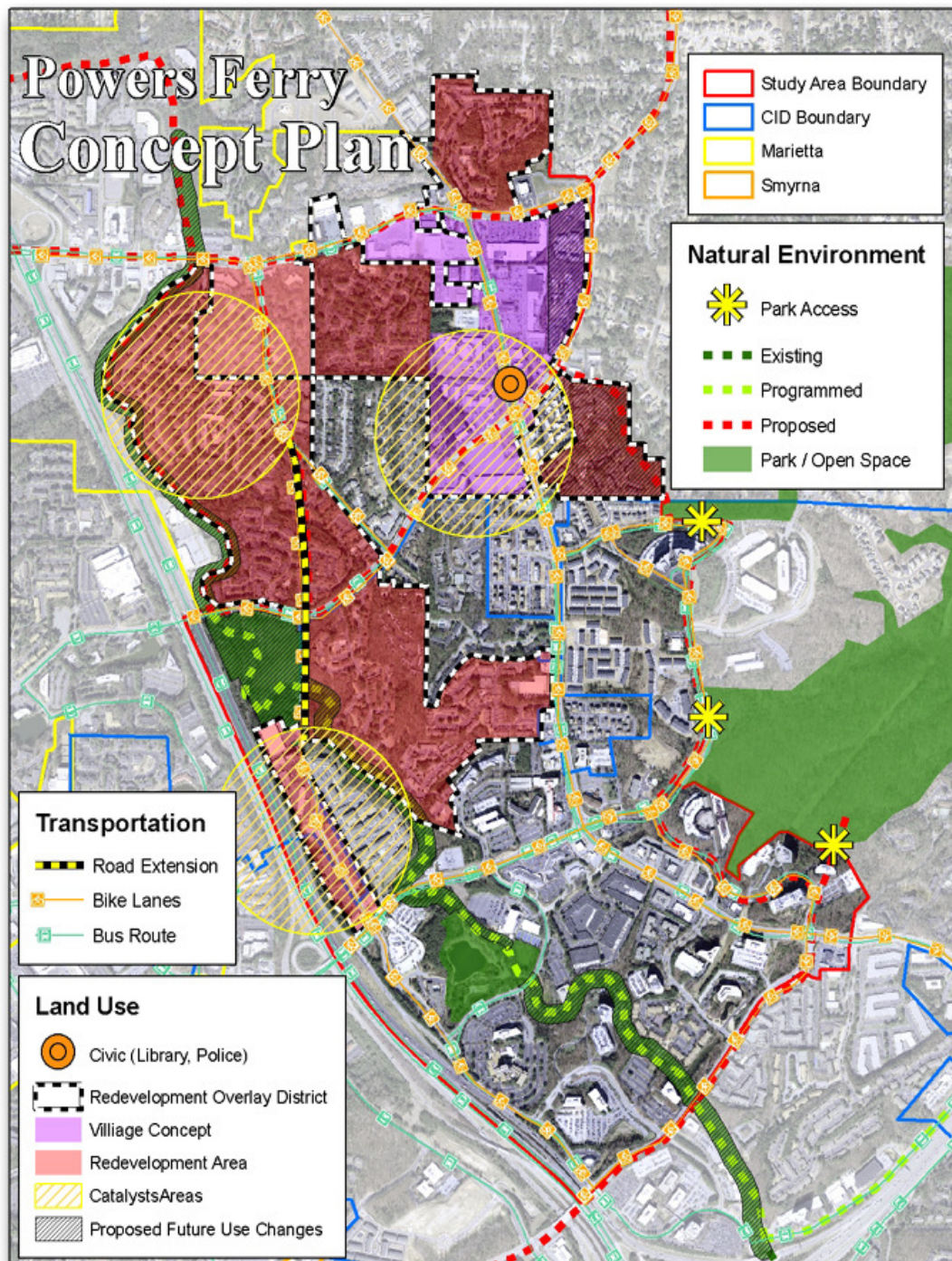


Figure 41

Land Use

Land Use Map Changes

There are three recommended land use changes to the future land use map. The locations of these changes are shown in **Figure 42**.

South of Terrell Mill Road just east of Interstate 75 are 4 undeveloped properties currently owned by Cobb County. The 4 parcels, approximately 23 acres, consist of woodlands and traversed by Rottenwood Creek. The properties currently have a future land use designation of Regional Activity Center with a sub-category of office and zoned for multi-family residential and general commercial uses. It was once proposed for a station to service the BRT system that was being studied but due to funding it never made it off the ground. It is the public's interest to change the future land use to Park/Recreation/Conservation (PRC) to provide additional open space and potential access to a future trail system that is programmed along Rottenwood Creek to Terrell Mill.

Stimulating redevelopment is one of the purposes of this plan and some of the redevelopment efforts that might come forward in the future could be adjacent to Rottenwood Creek. To buffer Rottenwood Creek and provide a level of environmental protection, the community would like to establish PRC along the 50 foot undisturbed buffer zone. This designation should not affect any current or future redevelopment efforts due to mandates through local and state regulations, but would provide potential access to this natural resource.

There are about 7 properties on the west side of Terrell Mill Road between Delk Road and Powers Ferry Road that were pointed out as potential land use changes due to proximity to the single-family neighborhoods across Terrell Mill Road. The area of interest has a future land use designation of Community Activity Center and Low Density Residential with various zoning categories ranging from R-80 to Office/Institutional and includes Suburban Condominiums. As a way to accommodate future residential growth and offer protection to residents of the area, the Powers Ferry Master Plan recommends amending the future land map of this area to Medium Density Residential. This would also provide a logical transition from the Village Center focus area to the residential subdivisions on the east side of Terrell Mill Road.

At the eastern corner of Powers Ferry Road and Terrell Mill Road tucked behind a single story office park, are 2 older condominium and apartment developments. The multi-family residential developments are zoned for high density residential at 7 and 8 units per acre. However, the future land use designation suggests future development for this site should be built in the Very Low Density range from 1 to 2.5 units per acre. The higher density precedent which has been set would deter redevelopment efforts for these particular sites due to cost per acre for new development in the VLDR range. This would result in the continued deterioration of the properties that end up negatively impacting the

surrounding community. Also, a change would create a better transition in land use from the commercial uses along Powers Ferry Road to the single-family residential units to the east, the Powers Ferry Master Plan recommends changing the future land use to Medium Density Residential.

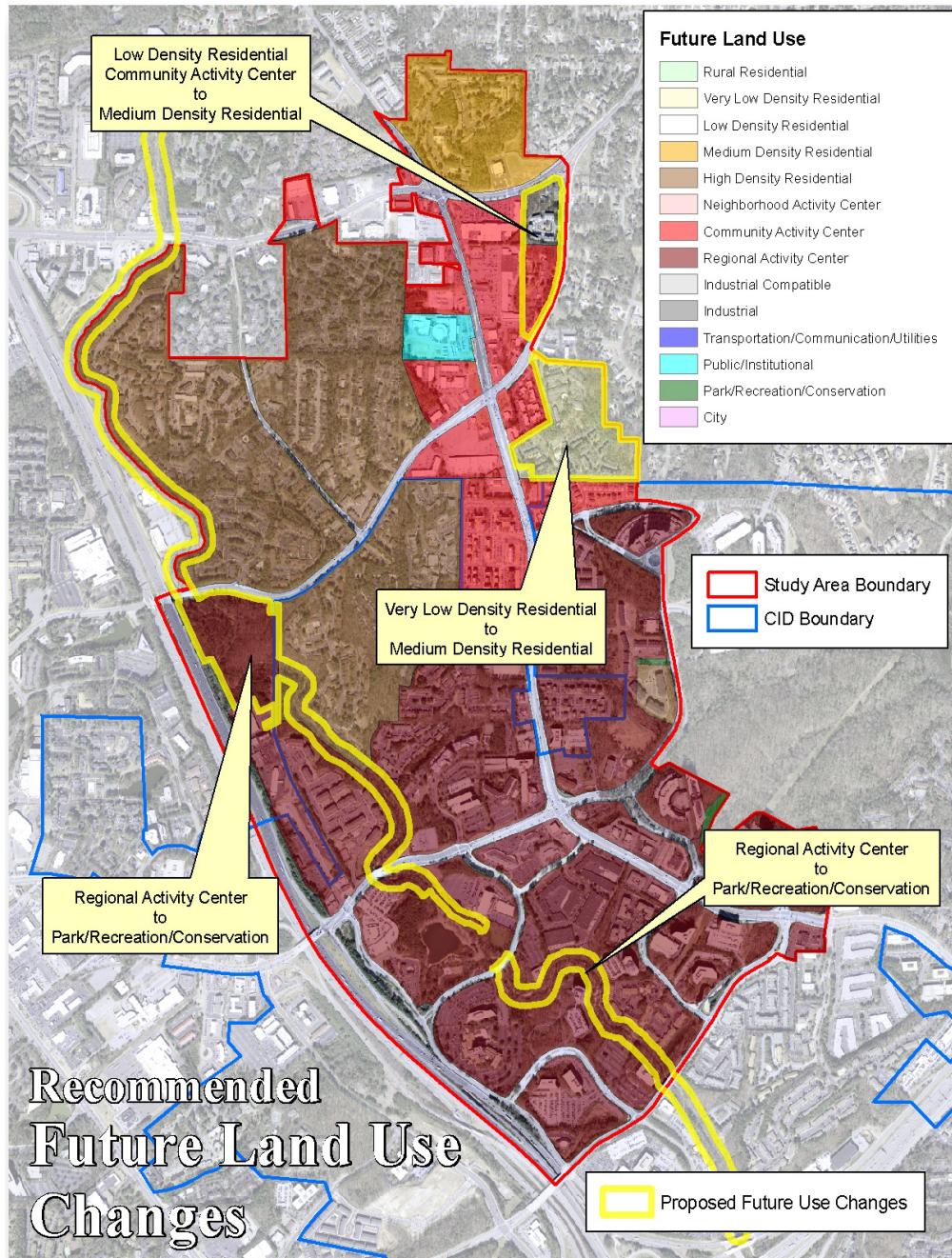


Figure 42

Revitalization

There are two areas of interest that were pointed out by the community where redevelopment attention should be focused. These areas have been identified on the Conceptual Master Plan Map as the Redevelopment Area and Village Center.

Redevelopment Area

Due to the older, decaying multi-family structures that exist in this part of the corridor, it is the public's desire to consider parts of the corridor as a redevelopment area. Most of the redevelopment area is in the northern tier and consists of a high level of rental, multi-family residential units, except for a linear stretch of commercial uses along Leland Dr.

One of the 6 guiding principles established as a result of public commenting, was balancing housing opportunities. Reinvestment efforts within the Redevelopment Area would focus on the over-supply of existing rental housing. A lot of the multi-family structures in the area are reaching economic and functional obsolescence. Establishment of a Redevelopment Area would provide an opportunity to update some of the attached housing stock by looking at rehabilitation of some structures and even in severely substandard housing, tear down/rebuild scenarios could improve the area. Regardless of which scenario is chosen, an update in the improvement of façade treatments by utilizing newer materials can go a long way in reversing deteriorating conditions within some of the housing structures.

Providing home ownership opportunities through future revitalization efforts could help reverse the rental market and provide a more balanced housing situation. Based upon market demand it may not be possible to have a 100% transition of these communities from rental occupancy to owner occupancy; therefore, we recommend an approach that will establish incremental change by allowing a percentage of rental occupancy back into communities as long as we are working towards the goal of altering the tenure imbalance in the area. This will start to change the market dynamics and provide a new base of owners and a different type of renter that would migrate to this area. This would greatly assist the local retail market in the study area.

Village Center

Another area that has been identified by the public for revitalization is the commercial activity node along Powers Ferry between Terrell Mill and Delk Road. There was a strong demand from the public to create a focus center for the corridor, a destination place that could provide the foundation for building a sense of identity.

The commercial, retail node in the northern part of the corridor has been highlighted for the development of a Village Center. This concept could transform outdated shopping centers and underutilized asphalt into a safe, mixed use development designed at the pedestrian scale. An internal street system could provide convenient access and on street parking that neighborhood retailers prefer. Larger structured parking facilities would be tucked behind buildings but tied into the overall development through urban and architectural design guidelines. Mixed-use structures would likely contain local retail shops on the bottom floor with upper floors marketed toward residential town homes or live work units. Through rezoning and/or the development review process, outdoor plazas and small open space parks could be incorporated into redevelopment efforts. Along the outer perimeter of the Village area small-lot, ranch style, single family residential units could provide housing for seniors and also provide land use transitions to neighboring uses.

Other uses proposed to be incorporated into the Village could be community serving uses and gathering areas. Identified by the public as a need, a cultural center or community center complete with a library would help facilitate meeting space and community rooms and provide an enriching leisure time experience and improve the overall quality of life of residents.

To provide a secure and safe realm, Crime Prevention through Environmental Design is based on the design and effective use of the built environment and could be incorporated into the design elements of the Village area and lead to a reduction in the incidence and fear of crime, which ultimately would improve the quality of life. This crime prevention philosophy can foster positive social interaction among residents and visitors with an emphasis on preventing crime rather than apprehension and punishment after criminal activity has been committed.

The Redevelopment Area and the Village Center will have to be driven by private market interest but could potentially be expedited through tools which the County could potentially employ. These tools would be in the form of incentives and strategies which would draw the interest of the developers and property owners. As a start to implementing enticements into the district, the Power Ferry Master Plan proposes establishing a Redevelopment Overlay District (ROD) that is unique to the Powers Ferry area and encompasses the Redevelopment Area and Village Center while identifying them as two separate revitalization areas (**Figure 43**). The overlay district is the vehicle to providing the tool and flexibility for applying Smart Growth principles and incentives to attract the attention of interested developers and property owners. The ROD can provide a set of higher standards that would enhance the assets of the community. Other types of incentives that could be considered would be the establishment of a tax

allocation district, which would create a public-private partnership to support redevelopment efforts.

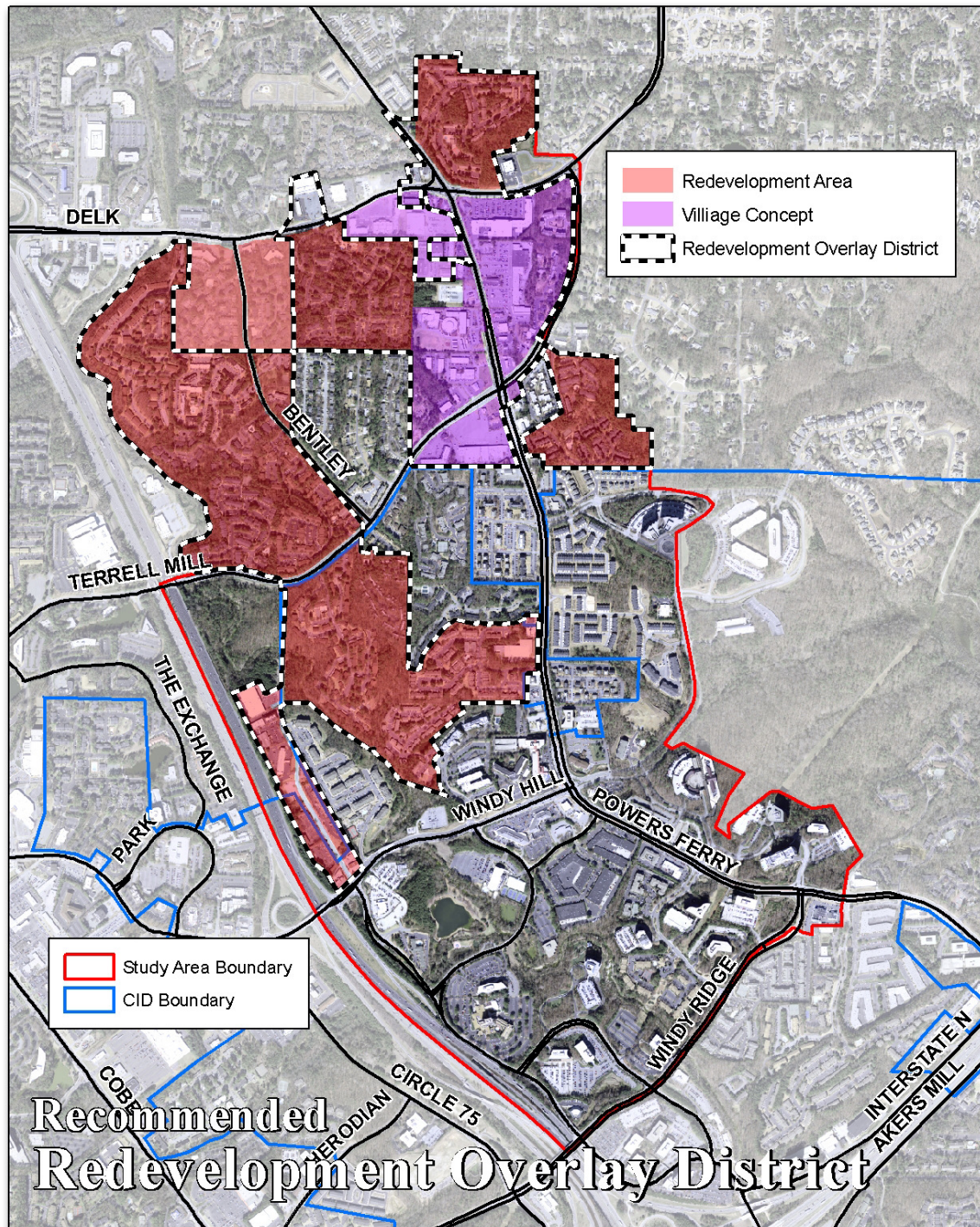


Figure 43

As a way to show the public the potential of the Village Center, we acquired the services of, an architect who has expertise and experience in developing town center concepts, to develop a conceptual site plan for part of the Village area. **Figure 44** shows the site plan based on Stakeholder drawings and ideas. This hypothetical drawing incorporates all the ideas that intend to remake this activity center into a livable, walkable and workable destination place.



Figure 44

Catalyst Areas

There are three catalysts areas shown in **Figure 45** that have been chosen to spur redevelopment efforts along the corridor. These sites were targeted by Stakeholders and the community to initiate the transformation of deteriorated and underutilized properties into new, vibrant mixed use communities and act as guides to future redevelopment efforts along the corridor. The sites are not specific properties but are general areas that could be leveraged due to their existing conditions. Redevelopment opportunities within

these sites would be able to support higher densities, pedestrian connectivity, and a possible mixture of uses. The sites are represented in the following map.

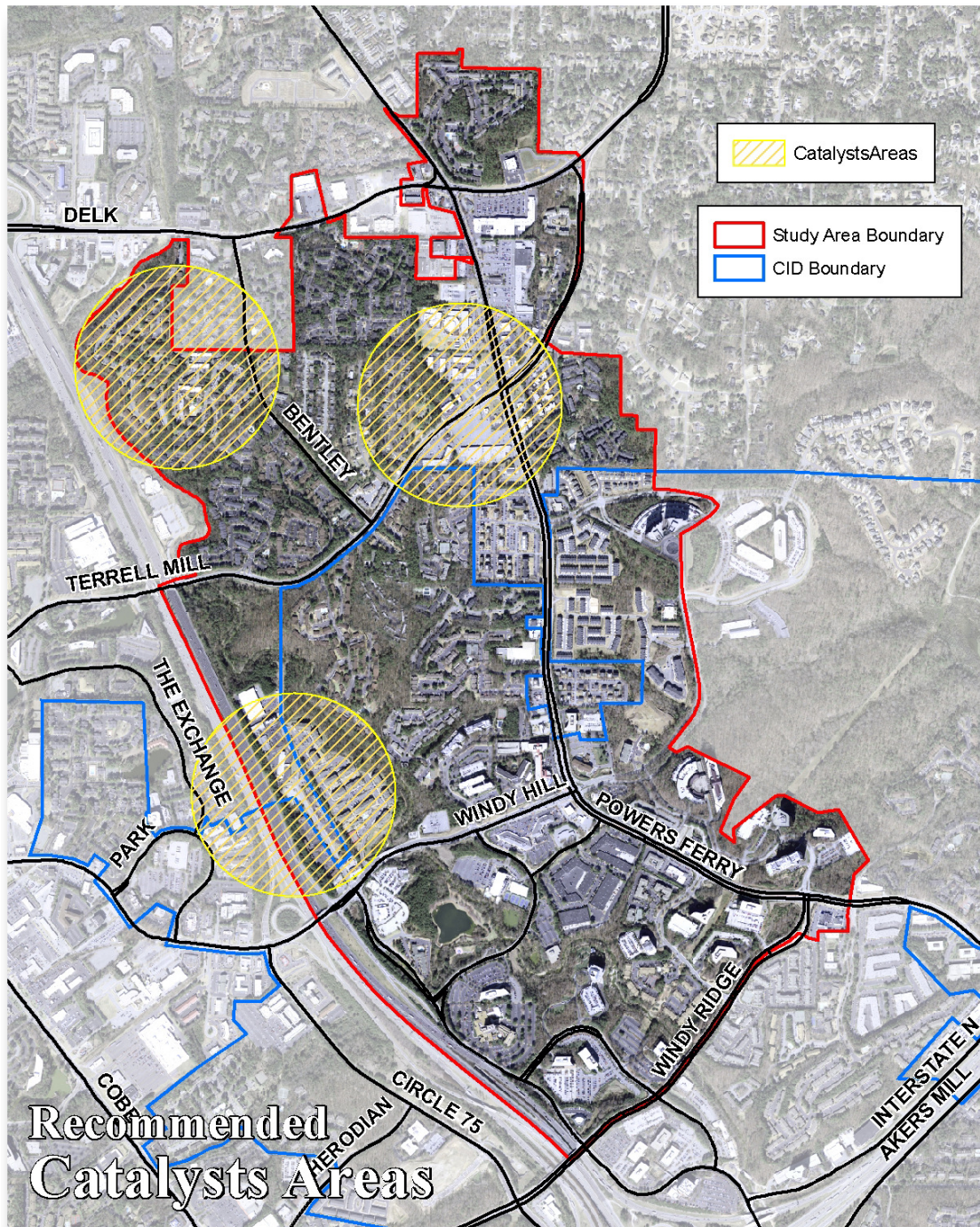


Figure 45

Connecting to the Natural Environment

This part of Powers Ferry already has a substantial amount of open space. However, better access to the natural areas could be accomplished at key spots within the master plan boundary (**Figure 46**).

The Chattahoochee National Recreation Area (CNRA) is adjacent to the corridor on the east side of the study area with no official entryway into the park. Currently, the only entrance in this area of the county is the Cochran Shoals entrance off of Interstate North Parkway, which is often over utilized. With the assistance of the National Park System, the Powers Ferry community would like to establish official entryways into the CNRA via three locations: Wildwood Parkway, Windy Hill Road and Windy Ridge Parkway. These locations are identified on the Conceptual Master Plan Map. By providing park entrances along this side of the park, this could facilitate the main focus of branding the area as it relates to bike riding trails.

Entrances would be permitted through the National Park System and consist of pedestrian scale, gateway features that identify the entrance into CNRA network of hiking and bike trails. The entrances would likely contain a small plaza for benches and picnic tables and parking facilities for bicycles. Parking for automobiles, as it was suggested by the public, could be accommodated through shared parking agreements with the owners of the parking structures that service the adjacent high rise office buildings.

The Cobb County Department of Transportation has established a programmed trail extension for the existing Bob Callahan trail north from Interstate North Parkway to Terrell Mill Road. At the northern terminus of the trail system is County owned property that possesses a great opportunity to provide access to the new trail system. As a way to provide a connection to the trail system, the Powers Ferry Master Plan suggests establishing a trail head at this location.

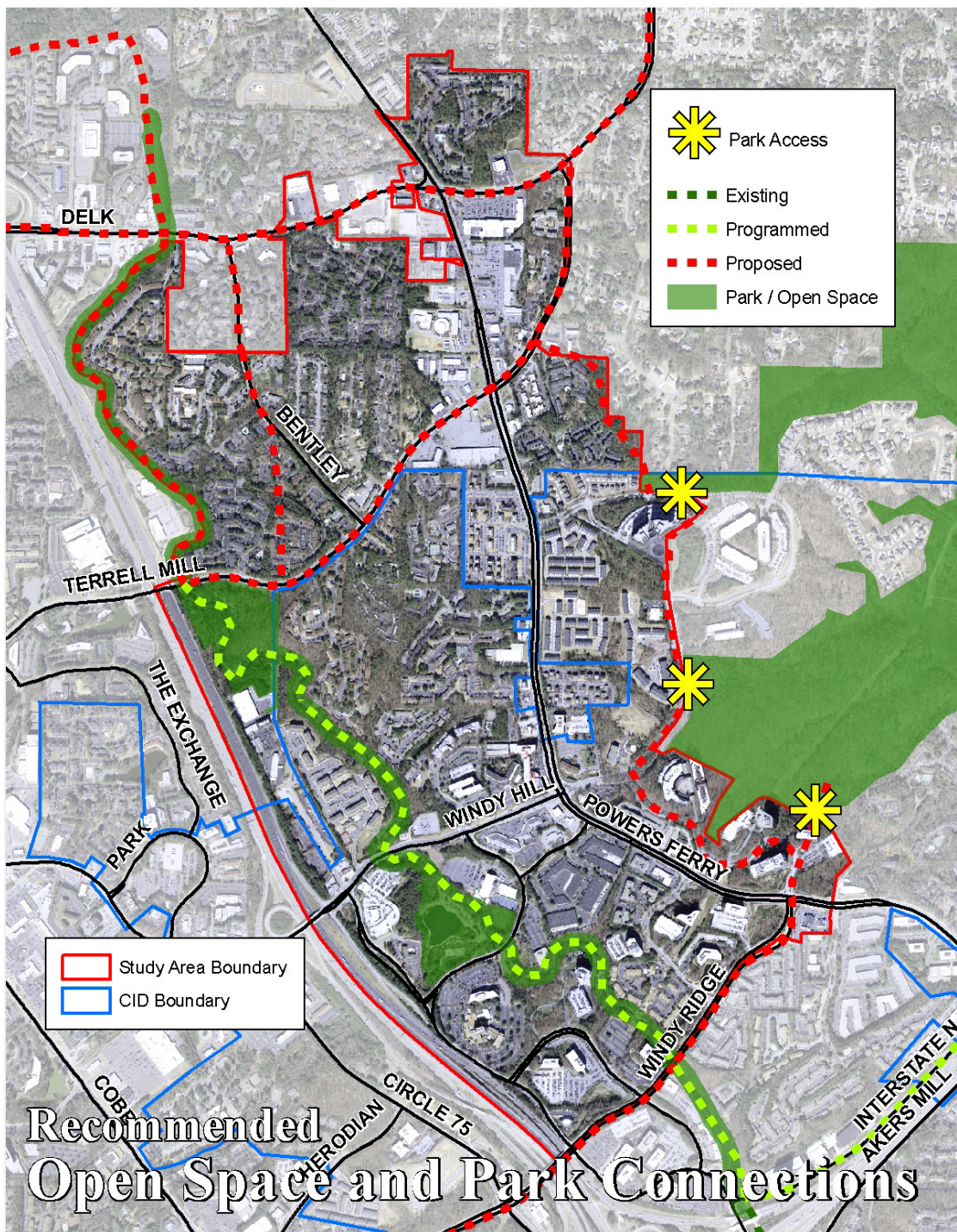


Figure 46

Transportation

The guiding principle regarding transportation relates to increase mobility and connectivity to provide relief to congestion along Powers Ferry Road, especially during peak travel times in a safe manner.

Connectivity

Roadways in a north-south orientation are lacking in this area of the county. During peak travel times Interstate 75 is often congested and the only other north-south route east of interstate 75 is Powers Ferry Road, which is often congested as well. It is important that a well established north-south network is in place considering the primary flow of traffic during peak times is oriented in a north-south direction with residential uses to the north and the job centers, shopping and entertainment to the south.

After many discussions on providing better vehicular connectivity and the fact that there are huge barriers (i.e. CNRA) for other north/south alternatives, it was concluded that the Leland Drive extension project remain a viable option to relieving traffic congestion along Powers Ferry Road.

The Leland Drive congestion relief project was part of the last SPLOST initiative but was considered a low priority project and thus did not receive funding for construction. Moving forward, this plan recommends the Leland Drive extension to be considered a high priority project, so that when future funding opportunities are available it will likely receive the monies necessary to be completed.

In addition to the Leland Drive extension a recommendation to realign Bentley Road with the Leland Drive would further improve connectivity in a north south direction improving mobility throughout the corridor.

Pedestrian Network

The Powers Ferry study area currently has a good network of sidewalks; however, the need to improve and add additional sidewalks should be prioritized. Multiple sidewalk gaps, which have been identified, discourage walking and make it difficult for pedestrian movement.

Pedestrian signals are known to provide safe and welcome environments for pedestrians. The crosswalks and striping within the southern tier of the study area has been well equipped for pedestrian movement and will be further improved by the CID utilizing the Blueprint Cumberland streetscape plan. The same cannot be said for the northern section of the study area where a need for improvement shall focus on countdown signals and pedestrian striping on all four corners of the arterial intersections.

A main area of concern for future pedestrian mobility is in the Village Center, which will require improved pedestrian connections across Terrell Mill Road and Powers Ferry

Road. Mid-block crossings or alternative mobility options will need to be considered to assist with making this important pedestrian connection.

A map of the connectivity opportunities, sidewalk gaps as well as additional sidewalks to complete the network of pedestrian facilities is shown below in **Figure 47** as well as the pedestrian improvements at the Powers Ferry intersections with Delk Road and Terrell Mill Road.

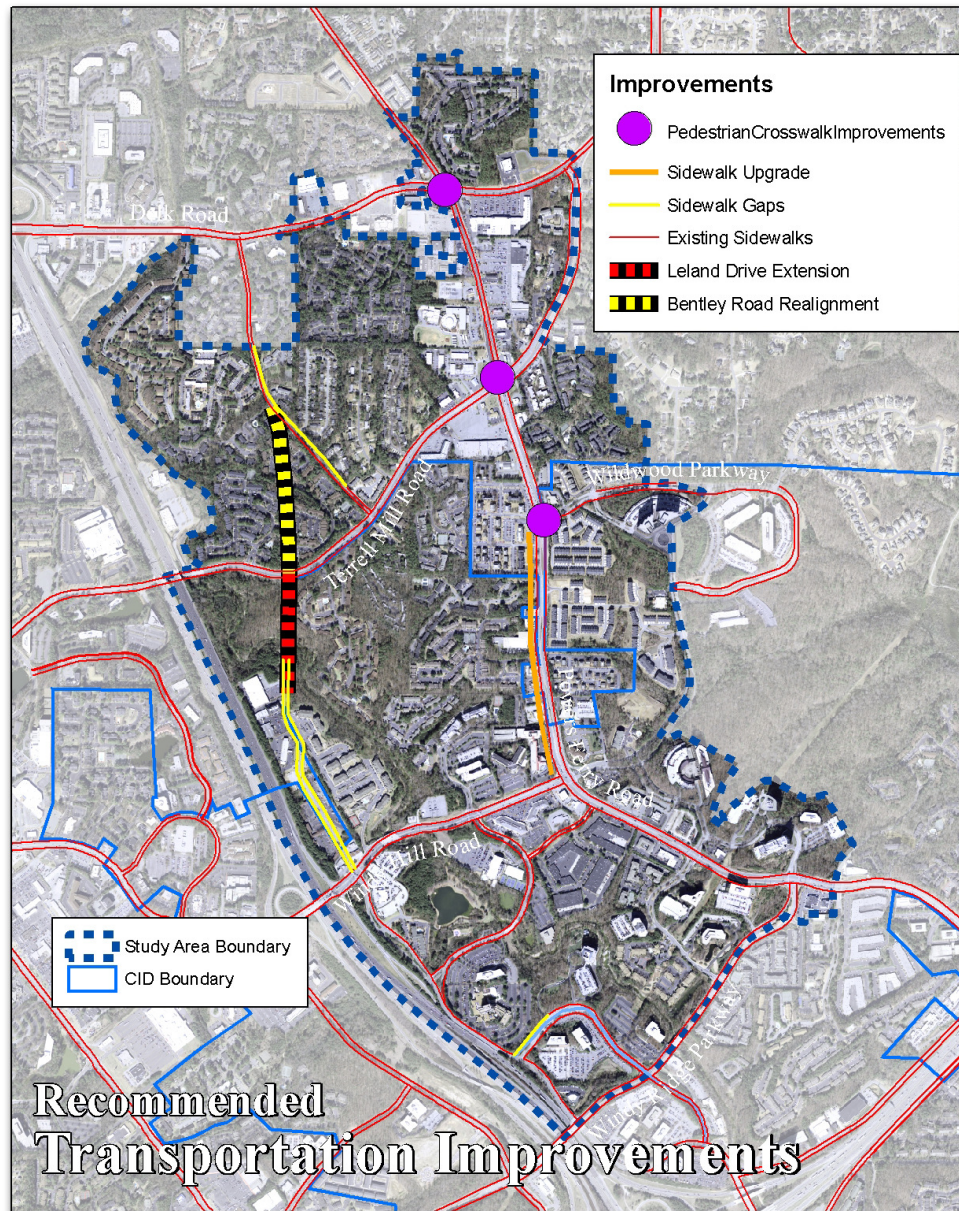


Figure 47

Transit

With the Powers Ferry Plan recommending and promoting a revitalization of the housing stock and a pedestrian oriented community, it is expected that local vehicular traffic will decrease due to fewer local trips while public transit ridership could increase. To accommodate the potential increase in transit volumes, the Powers Ferry Master Plan recommends Cobb Community Transit to reevaluate the transit service in the area and consider expanding certain routes and stops to include underserved areas or areas that are not currently connected to the transit system in connection with on the ground changes in the community.

According the Blueprint Cumberland Strategic Plan, the Cumberland CID has proposed circulator service to connect mass transit to housing, jobs and retail centers. The circulator loop will provide door to door service to the central core areas of the CCID and southern portions of the Powers Ferry corridor and Wildwood Office Park. Additionally, the loop could potentially provide linkage future I-75 and I-285 regional mass transit solutions. It will be intended to function in unison with the Cobb Community Transit (CCT) network so a coordinated effort between CCT and the Cumberland CID would be crucial in the success of the circulator service within the northern part of the CID.

Bicycle Network

The community revealed a great deal of interest in providing opportunities for cyclists. The CNRA provides two bike paths as part of its trail network. Due to these interests, efforts to provide bicycle routes throughout the corridor and ensure that the routes are connected to CNRA and other trails should be undertaken. Understanding safety as a key issue in bicycle networks determining whether bicycle facilities should be within or off of existing right-of-way would require subsequent study and research. There will also be a need to study bicycle crossing strategies at Powers Ferry Road and Terrell Mill as well as Powers Ferry Road and Windy Ridge Parkway. These intersections will be logical transition points to get people from the Rottenwood Creek Trail to the CNRA bike trail. The following map shows the Bicycle suitability for the Powers Ferry Corridor.

Trail Network

Cobb County has created a series of proposed and programmed trails to build upon its existing trail network. The future trail system within the Powers Ferry corridor is a critical component of the overall network due to its proximity to the CNRA. As noted earlier in this document Cobb County Department of Transportation has already programmed a trail extension for the Rottenwood Creek Trail (a.k.a Bob Callan Trail) from Interstate North Parkway north to Terrell Mill Road. Beyond the programmed trail extension the additional network of trails is proposed and was very supportive by the community.

One proposed change that was offered to the existing proposed trail network was rerouting a small portion of the multi-purpose trail off of Powers Ferry Road due to

safety concerns and reestablish the trail along a greenbelt between the condominiums and single-family lots as shown in **Figure 48**.

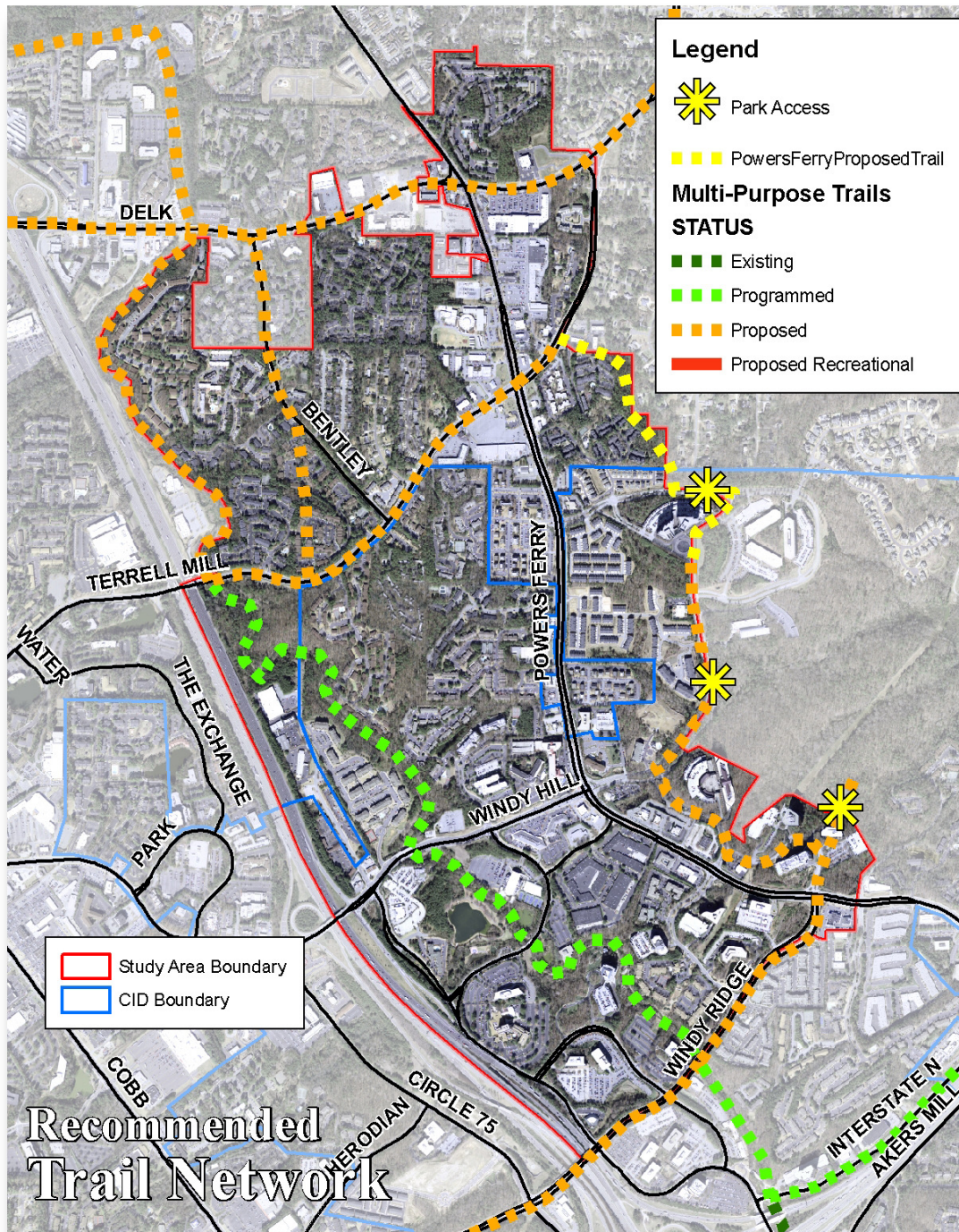


Figure 48

VI.C Recommendations

Recommendations for the Powers Ferry Master Plan are based on the 5 goal-oriented categories previously mentioned in the Goals and Policies section of this document. Most of the recommendations within the Land Use and Transportation elements reflect the ideas and desires visualized on the Conceptual Master Plan Map. These recommendations are intended to act as task to fulfill all aspects of the conceptual plan.

Moving forward it will be important that the Powers Ferry Master Plan get updated every 5 years. The area is in proximity of one the most desirable locations in Cobb County and will likely see tremendous change over the course of the next few years. This includes any future plans that might come forward suggesting mass transit near or along Interstate 75 and 285.

Land Use

One of the initial tasks that can be completed that shows commitment and ability to implement the Powers Ferry Master Plan is amending the 2030 Comprehensive Plan and Future Land Use Map. Recommending revisions and additions to the county's guiding policy document provides the framework to facilitate and encourage the realization of the Powers Ferry Master Plan Land Use goals and objectives. The following recommendations include proposed adjustments to the Cobb County 2030 Comprehensive Plan.

The Cobb County Zoning Ordinance currently contains regulations for Redevelopment Overlay Districts (ROD). The intent of this overlay district is to provide opportunities for pedestrian oriented redevelopment at the community or regional activity center scale and intensity. According to the Comprehensive Plan, the ROD code is currently authorized for use in four locations of Cobb County.

In order to implement the land use recommendations of the Powers Ferry Master Plan, it would be desirable to establish a distinct ROD, by amending the Zoning Ordinance, to encompass the Redevelopment Area and Village Center as proposed in the Conceptual Master Plan Map. This would provide a level of incentive based control and flexibility to unify properties into an integrated redevelopment plan. The Powers Ferry ROD would take on some of the same regulations that currently exists within the current ROD but could potentially add other ideas specifically tailored to the needs of the Powers Ferry area. Some other ideas that could be implemented into the customized ROD include:

Increasing densities or offering density bonuses to redevelopment efforts on existing deteriorating apartment complexes

Encourage parcel consolidation to assist in improving transportation mobility

Offer density bonuses, permit fee waivers, or increased FAR as a way to leverage redevelopment of properties to secure more owner occupied housing or ROW acquisition for transportation improvements

Developing a Building Heights Concept that provides recommendations on building heights in different areas of Powers Ferry

In order to accomplish sustainable development that is economically flexible and scaled more for pedestrian use the Powers Ferry Master Plan recommends considering implementing Form Based Coding for private and public developments. Form Based Codes offers a predictable built environment that allows for a variety of different uses based on the physical form of the structure rather than the separation of uses. As tenants leave vacant store fronts, the space would be more compatible for other businesses to move in and operate as opposed to the “Big box” retail centers that have a hard time finding users to utilize the space.

Some other tasks that should be considered as redevelopment progresses throughout the area are as follows:

Ensure an appropriate mix of owner-occupied and rental occupied housing and investigate opportunities for workforce and senior housing.

Ensure the preservation of trees and other natural areas for residential redevelopment projects and include civic or community facilities within the Village Center with strong considerations for libraries and police sub-precinct as needed.

Transportation

To facilitate another north-south route, it is important that the Leland Dr. extension remain a viable transportation project in the near term. It is recommended that the Leland Drive extension project be considered as a high priority project on the next SPLOST initiative so that funding is available to create an alternative to Powers Ferry Road. Another proposal is considering the realignment of Bentley Road with Leland Dr. once the Leland Dr. extension is complete. This realignment project would eliminate two turning movements and create a four-way intersection that could be dressed up with streetscape and offer a “gateway” into the Powers Ferry Corridor area. Right of Way for realignment could be acquired through any potential redevelopment efforts of affected properties

To protect the Powers Ferry corridor’s ability to serve through traffic and local traffic there needs to be an access management plan in place before redevelopment occurs. This access management plan can address issues concerning curb placement, driveway placement, sidewalk placement, turn lanes and median breaks for Powers Ferry Road

between Terrell Mill Road and Delk Road and Delk Road from I-75 to Powers Ferry Road with coordination from the City of Marietta.

As a way to enhance the corridor's appearance and to maintain contiguity through out the Powers Ferry Road area, it is suggested that a streetscape plan be created that compliments the streetscape elements that will be set forth by the Powers Ferry Road / Windy Hill Road Streetscape Design Improvements conducted by the Cumberland Community Improvement District. Included in the streetscape plan should be guidelines for placement and type of lighting (pedestrian and street), street furniture, decorative mast arms and pedestrian signal poles as well as landscape features for left over public right-of-way parcels. It is also important that Cobb County Department of Transportation and Cobb County Community Development continue to be actively involved in the design process of the Powers Ferry Road / Windy Hill Road Streetscape Improvements Plan.

A revaluation of the county transit system is recommended for the area, including bus stops. There continues to be some roadways that are not connected to the system, including Windy Ridge Parkway and several bus stops with no shelters. Also, a recommendation is to coordinate with the Cumberland CID on future circulator services throughout the Cumberland CID area.

One of the branding ideas floated around the community revolved around bicycles and how cycling can be connected to the CNRA. To initiate this brand it is proposed that the County investigate and prioritize opportunities for bike lanes and paths in and around the study area that ties into the future trail network as well as the CNRA park access points that have been identified and proposed in this document. Through public commenting it is preferred that bike lanes not be on-street lanes that share space with vehicular traffic where possible.

To achieve the transportation goal of providing a safe and convenient system of roadways, pedestrian and transit facilities, and multi-purpose paths, the Powers Ferry Master Plan recommends complying with the newly created and enacted Complete Streets Policy. The Complete Streets Policy's purpose is to assure any new or existing roadway improvement projects include consideration for adequate infrastructure, where appropriate and feasible, for bicyclists, pedestrians, users of public transit for all people, including the physically disabled. Once implementation of the Complete Streets Policy is any transportation improvement efforts should consider design practices as defined by the Complete Streets implementation strategy.

Other safety consideration includes participating in the Safe Routes to School Program to improve safety and transportation operations around Brumby Elementary school, adding sidewalk gaps to the sidewalk project list and update existing out-of-date sidewalk facilities to today's standards. It is important that pedestrian signalization and crosswalk facilities are consistent and appropriate with other standards that have been implemented

and considering the width of the roadways. It is recommended that pedestrian intersection improvements along Powers Ferry at Terrell Mill and Delk Road are consistent with other Powers Ferry Road intersection improvements that have been conducted by the CCID.

The Comprehensive Transportation Plan included several recommendations for the transportation network throughout the Powers Ferry Corridor, including roadway capacity improvements and operational intersection improvements. The CTP was a publically involved plan that contains a shared community vision. It is suggested that the County continue to actively pursue funding and construction of the already planned improvement projects within the Powers Ferry Study Area per the Comprehensive Transportation Plan

The CTP has included a series of multi-purpose trails throughout the county and the Powers Ferry area. These trails will offer opportunities for various modes of personal transportation. The community is very supportive of the trail network that has been established and the County should go ahead and investigate funding for an extension to the Rottenwood Creek beyond Terrell Mill Road and a complete trail network throughout the Powers Ferry Study Area.

There is one small section of the CTP proposed multi-purpose path that parallels Powers Ferry Road from Terrell Mill Road to Wildwood Parkway that should be amended. Through public feedback, referencing safety concerns along Powers Ferry Road, the plan recommends altering the existing proposed trail route off of Powers Ferry Road and along a greenbelt between Chimney Trace, Valencia Hills and Terrell Mill Estates. Additionally the Franklin/Delk LCI study recommends a multi-purpose trail along Powers Ferry Road from South Marietta Parkway to Terrell Mill Road. Due to safety issues along Powers Ferry in and around the commercial activity center between Delk Road and Terrell Mill Road, the Powers Ferry Master Plan proposes to terminate the recommended Powers Ferry Multi-use trail at Delk Road from which it will connect to a proposed Multi-use trail along Delk Road.

Economic Development

There are several mechanisms in place to help stimulate economic development as well as maintaining current businesses in this area. One way is to include the Powers Ferry ROD into the Inventory of Redevelopment Sites. This inventory reflects a snapshot of sites and areas, currently showing a potential for redevelopment or rehabilitation and could potentially allow redevelopment projects to take advantage of the Commercial & Industrial Property Rehabilitation Incentive Program. By amending the comprehensive plan to include the Village Center area as a commercial revitalization zone, commercial owners can take advantage of the tax abatement program which could assist in commercial redevelopment and potentially prevent businesses from moving elsewhere.

Another tool that can be used to promote redevelopment along Powers Ferry are Tax Allocation Districts (TAD). As a frequently mentioned mechanism to spur private investment, TADs are attractive because they can make it possible to redevelop blighted or abandoned areas and bolster a stagnant or declining tax market. They work by leveraging bonds that pays for public infrastructure, such as intersection improvements, parking structures, streetscape enhancements, water and sewer upgrades and the like within the target area. These bonds are paid off through the increase tax increment that results from an increase property tax realized post redevelopment.

On September 8, 2009 the Board of Commissioners (BOC) approved a resolution designating certain areas of Cobb County as recovery zones as provided under the American Recovery & Reinvestment Act of 2009 (ARRA) – Build America Bonds program. Some of these areas, which are based on Recovery Zone criteria within census block groups, has been identified within the Powers Ferry Master Plan study. There are two types of Recovery Zone Bonds: Recovery Zone Economic Development Bonds and Recovery Zone Facility Bonds.

The Recovery Zone Economic Development Bonds allows communities to leverage public bonds to assists in improving public infrastructure and promote development and other economic activity within a Recovery Zone. Any project financed through this bond includes a 45% tax credit of the interest paid on the bond.

The Recovery Zone Facility Bonds are intended to stimulate economic development in distressed areas by offering tax exempt private activity bonds that can be used to finance construction, reconstruction, renovation or acquisition of depreciable private use property located within a Recovery Zone.

The Powers Ferry Master Plan recommends investigating the Recovery Bonds in more detail to assist in implementing redevelopment efforts in parts of the Powers Ferry corridor. A County wide map of Recovery Zone eligible areas can be found in Appendix A.5.

Creating a database of undeveloped/underdeveloped lands within the corridor can be very useful for economic development marketing purposes. This will help maintain a proactive approach to filling vacant offices and retail space and provide an easy go to reference for potential businesses and corporations.

The county has lots of information that could assist community marketing organizations, whether it is educational or web resources, utilizing the County's resources to support local community marketing organizations can add another entity to help facilitate the branding and advertising of businesses in the Powers Ferry area. An organization would be similar to the Cobb Chamber of Commerce, but on a much smaller scale rather than county wide.

Open Space & Natural Environment

Park access gateways to the CNRA at Wildwood Parkway, Windy Hill Road and Windy Ridge Parkway would become very valuable assets for the community if constructed. However, two of the proposed sites, Windy Hill Road and Wildwood Parkway, do not have direct access to CNRA. Both locations contain small privately owned land that would either need to be acquired or provided through access easements to gain entry to the CNRA. Also, any disturbance to any part of the CNRA would require permitting from the CNRA. It is recommended that the county actively pursue the purchase of these properties or property easements and gain appropriate permits from the CNRA to construct park access entryways to the CNRA trail network.

To promote the attraction of the Village Center and to help build a unique identity for the area it is suggested that any redevelopment plans that come forward through the plan review process facilitate the creation of vest pocket parks and natural outdoor plazas within the Village Center.

As growth continues in this part of the county the need to offer a diverse range of recreational facilities and programming will be vital to the quality of life of the residents. To facilitate that need, it recommended that the county investigate funding for a feasibility study regarding expansion of Terrell Mill Park. Another way to meet the needs and desires of future residents and another potential access point to the programmed Rottenwood Creek is exploring the possibility of a public-private partnership for access and use of a privately owned park along Interstate North Parkway and Rottenwood Creek within the Interstate North Office Park.

Community Appearance

Community appearance recommendations have been developed to enhance the positive visual aspects of the built and natural environment and promote substantial improvements to the appearances of the corridor and neighborhoods. A well defined community appearance implementation strategy is necessary to bring improved design quality, order and legibility to the areas appearance.

Powers Ferry Master Plan recommends working with community and civic based organizations with grass roots effort to improve community appearance by encouraging litter control and beautification projects. As an incentive these community appearance improvements could result in the creation of a community appearance award that recognizes outstanding improvements and developments.

As a way to ensure private developments provide the appropriate treatments, materials and facades, the county may seek developer commitments, through rezoning or plan review process, of quality architecture, landscape planting, lighting and signage for the interior sections of the development.

Other unsightly conditions that were suggested and could be improved upon are the overhead utilities. Understanding the feasibility of such a task the county, as part of a long-range effort, should explore funding options and seek alternative approaches to accomplishing the placement of utilities underground. This effort will dramatically improve the appearance of the commercial corridor.

Although signs serve an important purpose they can quickly overpower and dominate an area. Since most of the commercial businesses were established before the County amended its sign ordinance a lot of signs are protected as “grandfathered” and there is little incentive for sign owners to replace or upgrade nonconforming signs. Consequently, the county should continue to ensure nonconforming signs are in compliance with current regulations as properties are redeveloped. In addition the county should investigate reducing the number of public signs by eliminating or consolidating unnecessary ones as allowed by code.

Another effort the County should consider is encourage the incorporation of public art in both public and private sector development. Art can promote a better understanding of communities, reflects identity and enriches lives and can be encouraged by hosting public art competition.

VI.D Implementation Strategy

Short Term - < 2 years, Mid – Term – 2 to 5 years, Long Term - > 5 years

Acronym Definition for Implementation Strategy

BOC Board of Commissioners
PC Planning Commission
CD Community Development
DOT Department of Transportation
OED Office of Economic Development
CCT Cobb County Transit
CCID Cumberland Community Improvement District
NPS National Park Service

Goals	Action	Timeframe	Responsible Entity
Organizational			
	Update Powers Ferry Master Plan every 5 years	Mid-Term	BOC, PC, CD, DOT, OED
Land Use			
<p>The Powers Ferry area is a vibrant community with a distinct blend of uses and scales which include public gathering areas, diverse housing choices and economically efficient buildings at the human scale</p>	<p>Update Comprehensive Plan and Future Land Use Map as follows (refer to Final Master Plan map for precise locations):</p> <ul style="list-style-type: none"> • Amend Future Land Uses per Final Powers Ferry Master Plan • Establish text within Comprehensive plan encouraging sustainable mixed-uses including residential, commercial and office uses within Village Center and catalysts sites • Establish text within Comprehensive plan encouraging rehabilitation and redevelopment of multi-family dwellings within Redevelopment Area • Establish text defining catalysts sites within the study area • Encourage “Green” building designs such as LEED certified structures 	Short Term	CD, BOC
	<p>Establish Redevelopment Overlay District (ROD):</p> <ul style="list-style-type: none"> • Include Redevelopment Area and Village Center concept into the ROD • Build into ROD incentives and strategies to stimulate residential and commercial, including office uses to rejuvenate the Powers Ferry study area • Establish design standards for ROD • Encourage small park pockets and pervious and impervious outdoor gathering areas within Village Center • Encourage consolidation of small commercial parcels with ROD • Encourage structured parking in lieu of surface parking within Village Center 	Short Term	CD, BOC

Goals	Action	Timeframe	Responsible Entity
Land Use (Cont.)			
The Powers Ferry area is a vibrant community with a distinct blend of uses and scales which include public gathering areas, diverse housing choices and economically efficient buildings at the human scale	Implement Form Based Coding for private and public development to create sustainable redevelopment of the Powers Ferry Study area	Mid-Term	CD
	Ensure an appropriate mix of owner-occupied and renter occupied housing as part redevelopment projects	Ongoing	CD, BOC
	Investigate opportunities for workforce and senior housing as part of redevelopment projects	Ongoing	CD
	Incorporate Crime Prevention through Environmental Design (CPTED)	Mid-Term	CD, Public Safety
	Review zoning code to find opportunities to encourage redevelopment through density bonuses, permit fee waivers or any other incentives for apartment/townhome conversions	Mid-Term	CD
	Ensure the preservation of trees and other natural areas for residential redevelopment projects within the multi-family redevelopment areas.	Ongoing	CD, BOC
	Include civic and/or community facilities as needed within Village Center with strong considerations for libraries, police precinct or Park & Recreation facility	Ongoing	BOC, Public Services, Public Safety, Parks & Rec

Goals	Action	Timeframe	Responsible Entity
Transportation			
The Transportation network within the Powers Ferry community is an inviting safe and convenient system of roadways and multi-use paths that advances the quality of life by providing mobility options, streetscaping and minimizes the impact on through-traffic	Include the Leland Dr. extension as a high priority project on the next SPLOST or any other transportation funding initiative	Mid-Term	DOT
	Realign Bentley Road with Leland Dr. once the Leland Dr. extension is complete. Right of Way could be acquired through any potential redevelopment efforts of affected properties	Long-Term	DOT, Developers
	Community wide street grid network should be considered through new development and redevelopment efforts and coordinated with adjacent future uses.	Ongoing	DOT, Developers
	Reevaluate transit routes and consider expanding transit services to roadways that don't already have service and coordinate with the Cumberland CID on future circulator services throughout the Cumberland galleria area.	Mid – Term	CCT, CCID
	Investigate opportunities for Bike lanes throughout the study area and ensure bike lanes tie into future trail network and CNRA park access points as appropriate per Complete Streets policy	Mid – Term	DOT, NPS
	Alter proposed trail route off of Powers Ferry Road between Terrell Mill and Wildwood Parkway to natural area between Chimney Trace, Valencia Hills and Terrell Mill Estates	Short Term	DOT
	Conduct access management plan for Powers Ferry Road between Terrell Mill Road and Delk Road and Delk Road from I-75 to Powers Ferry Road with coordination from the City of Marietta	Mid – Term	DOT

Goals	Action	Timeframe	Responsible Entity
Transportation (Cont.)			
The Transportation network within the Powers Ferry community is an inviting safe and convenient system of roadways and multi-use paths that advances the quality of life by providing mobility options, streetscaping and minimizes the impact on through-traffic	Participate in the Safe Routes to School (SRTS) program to improve safety and transportation operations	Mid – Term	DOT
	Add sidewalk gap closures to sidewalk project list	Short Term	DOT
	Improve existing sidewalk facilities where needed	Mid - Term	DOT
	Develop street design standards for roadway classifications within the Powers Ferry Study area	Mid - Term	DOT, CD
	Collaborate with the Cumberland Community Improvement District on the Powers Ferry Road / Windy Hill Road streetscape design process	Ongoing	CD, DOT, & CCID
	Develop streetscape elements for intersections of Powers Ferry Road at Terrell Mill Road and Delk Road consistent with design elements from the Powers Ferry Road / Windy Hill Road streetscape improvements conducted by the Cumberland Community Improvement District	Mid - Term	CD, DOT & CCID
	Investigate funding for extension to Rottenwood Creek beyond Terrell Mill Road	Ongoing	DOT
	Investigate funding for proposed trail network throughout the Powers Ferry Study Area	Ongoing	DOT
	Include proposed bike lanes and trails into the prioritization Bicycle and Pedestrian Improvement Plan	Short Term	DOT

Goals	Action	Timeframe	Responsible Entity
Transportation (Cont.)			
The Transportation network within the Powers Ferry community is an inviting safe and convenient system of roadways and multi-use paths that advances the quality of life by providing mobility options, streetscaping and minimizes the impact on through-traffic	Continue to actively pursue funding and construction of already planned operational improvement projects within the Powers Ferry Study Area per the Comprehensive Transportation Plan	Ongoing	DOT

Goals	Action	Timeframe	Responsible Entity
Economic Development			
Businesses within the Powers Ferry area cultivate a balanced economy that capitalizes on the diverse population of the community	Include the Powers Ferry ROD into the Redevelopment Sites inventory	Short Term	CD, OED
	Establish Commercial Revitalization Zone for Village area	Short Term	OED
	Designate overlay district as a "Recovery Zone" to be eligible of Recovery Zone Bonds to stimulate economic recovery in the Powers Ferry area	Short Term	OED
	Explore Tax Allocation Districts (TAD) to assist with redevelopment efforts within the Powers Ferry study area	Mid - Term	OED
	Investigate Recovery Zone Bonds for parts of the Powers Ferry Corridor	Short Term	ED
	Create database of undeveloped/underdeveloped lands for Economic Development marketing	Short Term	CD, OED, CCID
	Encourage office development within Village center to create more of complete mix use center	Ongoing	OED
	Support a strong business retention program	Ongoing	OED

Goals	Action	Timeframe	Responsible Entity
Economic Development (Cont.)			
Businesses within the Powers Ferry area cultivate a balanced economy that capitalizes on the diverse population of the community	Through the Economic Development website promote educational resources to assist developing skills for starting and maintaining small businesses within Cobb	Short Term	OED
	Utilize county resources to support local community marketing organizations along Powers Ferry Road	Mid Term	OED
	Maintain a proactive approach to filling vacant office and retail space	Ongoing	OED

Goals	Action	Timeframe	Responsible Entity
Open Space & Natural Environment			
Open space and the natural environment is an asset to the Powers Ferry community by providing health, recreation and environmental benefits	Update Comprehensive Plan and Future Land Use map to incorporate Park/Recreation/Conservation on Cobb County owned property on Terrell Mill Road at I-75 (refer to master plan map for precise location)	Short Term	CD, BOC
	Update Comprehensive Plan and Future Land Use map to incorporate Park/Recreation/Conservation along the 50 foot undisturbed buffer and 100 year floodplain associated with Rottenwood Creek (refer to master plan map for precise location)	Short Term	CD, BOC
	Acquire property or property easements and appropriate permits to construct Park Access entryways to the Chattahoochee National Recreation Area (refer to master plan for general locations)	Mid – Term	Parks & Rec, NPS, BOC
	During the plan review process facilitate the creation of pocket parks within the Village Center	Ongoing	CD, BOC
	Investigate funding for a feasibility study regarding expansion of Terrell Mill Park	Long Term	Parks & Rec
	Explore public-private partnership for access and use of open space along Interstate North Parkway and Rottenwood Creek within the Interstate North Office Park	Mid – Term	Parks & Rec

Goals	Action	Timeframe	Responsible Entity
Community Appearance			
The Powers Ferry corridor is an engaged and attractive community with a sense of place	Promote community based organizations with grass roots effort to improve community appearance	Ongoing	CC
	Explore funding options and seek alternative approaches to accomplishing the placement of utilities underground	Long Term	BOC
	As part of redevelopment efforts, ensure nonconforming signs are in compliance with current regulations	Ongoing	CD, BOC
	Encourage the incorporation of public art in both public and private sector development	Ongoing	CD, BOC, Developers
	Seek developer commitments of quality architecture, landscape planting, lighting and signage during the redevelopment, rezoning and special use permitting process	Ongoing	CD, BOC
	Awarding residential and commercial community appearance awards to recognize outstanding improvements and developments	Short Term	Community
	Investigate reducing the number of public signs by eliminating or consolidating unnecessary ones as allowed by code	Mid - Term	DOT